IT Position Evaluation Online Training

Presented by: OFM – State HR

Enterprise Classification, Compensation & HR Analytics

OFM
OFFICE OF FINANCIAL MANAGEMENT

Agenda

- Objectives
- Evaluation Team Member Responsibilities
  - Evaluator Challenges
- Evaluations
  - Concepts
  - Process
  - Pitfalls & Bias
- Evaluation Tools
  - Applying Position Information & Rating Factors
  - Inclusion/Exclusion Criteria
- Paraprofessional /Professional

- IT Supervisors/IT Managers
  - Applying criteria
- IT Job Families
- The Evaluation
  - Technical Know-How
  - Scope of Responsibilities
  - Impact
  - Problem Solving
  - Summary Rating
- How to apply what you have learned

Objectives

Participants will:

- Gain a working knowledge and understanding of how to evaluate IT position
- Become familiar with the required forms
- Understand how to use the tools and job aides in your review and evaluation of IT positions
- Apply and practice using the IT inclusion criteria and evaluation tools when evaluating positions

Evaluation Team Member Responsibilities:

- Become familiar with:
  - core duties of assigned job families
  - inclusion/exclusion criteria
  - evaluation tool

Evaluation Team Member Responsibilities

- Review assigned positions for inclusion/exclusion
- Maintain documentation of individual ratings
- Participate in consensus decisions
- Defer to HR Subject Matter Experts (SME) on job evaluation practices
- Defer to IT SMEs on technical work interpretation

The Evaluator's Challenge

- **Understand the Position**
- **Ensure Fairness and Alignment**
- **Maintain Accuracy & Consistency**

The Evaluator's Challenge

- Do all the sections of the IT PD align?
- Use the reference materials e.g. organization charts, technical glossary to provide additional context.
- Use the Tools provided during training.
- Don't fill in or add information.

Evaluation Process

Process Steps:

- Look at the position in conjunction with others within the unit
- Look at the PD in its entirety.

Evaluation Pitfalls & Bias

- Do not be awed by technical jargon.
- Do not over-evaluate because of misused terminology in describing the job.
- Question validity if it doesn't make sense when looking at the whole job and how it fits into the organizational structure.
- Ask for an SME (IT or HR) to interpret when necessary.
- Overinflated PD.

Evaluation Tools

Position Evaluator's Handbook/References:

- Inclusion/Exclusion Criteria
- Applying the Tool: How to rate using the tool
- IT Professional Competency Descriptions
- IT Job Family Descriptors

Inclusion/Exclusion Criteria

Include	Exclude
IT Workers Require knowledge of IT systems, concepts and methods as the paramount requirement of the position and are directly involved in developing, implementing, and/or maintaining IT systems and services.	**IT Users and Super Users** It is common for employees to use computers in performing assigned duties and responsibilities. Activities vary and may range from IT User to IT Super User.
Professional Positions included in this category perform professional level work concerned with the creative, technical and conceptual design; calculate application of theoretical and practical aspects of such fields included within the job families. Decision-making is related to the subject matter.	**IT Para-Professional** An IT worker who performs some of the duties of an IT professional or technician in a supportive role, which usually require less formal training, education and/or relevant experience normally required for professional or technical status. Typically performs operational tasks according to prescribed procedures and under the general supervision of an IT professional.
Supervisors Position that does professional/technical IT work as described above and functions as a supervisor for one or more permanent, full-time or equivalent staff.	**Managers** Positions whose primary function is to act as a manager with limited professional/technical duties.

Paraprofessional

IT Paraprofessional:

An IT worker who performs some of the duties of an IT professional or technician in a supportive role, which usually require less formal training, education and/or relevant experience normally required for professional or technical status. Typically performs operational tasks according to prescribed procedures and under the general supervision of an IT professional.

Professional

IT Professional:

- Requires advanced knowledge and experience of IT systems, concepts and methods.
- Work is directly involved in developing, implementing and/or maintaining IT systems and services.
- Work requires exercise of discretion and judgement.
- Uses advanced knowledge to analyze, interpret or make deductions from varying facts.

IT Supervisor

IT Supervisors:

- Perform professional IT work.
- Supervise one or more staff - Must perform the full scope of supervisory functions per the definition in the State HR *Glossary of Classification Terms*.
- Are evaluated and rated based on the level of professional IT work performed and receive additional pay for the added supervisory responsibility.

Manager, IT Manager or Senior IT Manager

Managers:

Perform a combination of staff supervision and management functions.

Have the added responsibility of applying management principles to the delivery of services or functions.

IT Managers:

Perform as a manager and –

Must have technical subject matter expertise in one or more IT job families

Responsible for designated IT activities within an assigned area involving one or more specialized IT job families.

- *Exclude manager positions performing non-technical work and not requiring professional technical competence.*

Senior IT Managers:

Perform as a manager and –

Direct a broad scope of IT functions, specialty areas, services or activities within an organization.

Manage across multiple IT functions and/or job families.

- *Exclude senior level administrative managers who manage only non-technical functions within an IT services department such as HR, budget or procurement, or managers who serve as nontechnical sponsors of IT Project teams.*

Senior IT Manager – continued

Delegated authority to perform such functions as:

- Planning and setting IT organization direction and resource management

- Serving as technical executive sponsors

- Approving large, complex organization-wide IT projects

- Conducting capacity planning

- Provide technical expertise, advice and recommendations to executive management

- Speaking on behalf of and make binding decisions managing and monitoring IT Services budgets

Inclusion/Exclusion Decision Tree
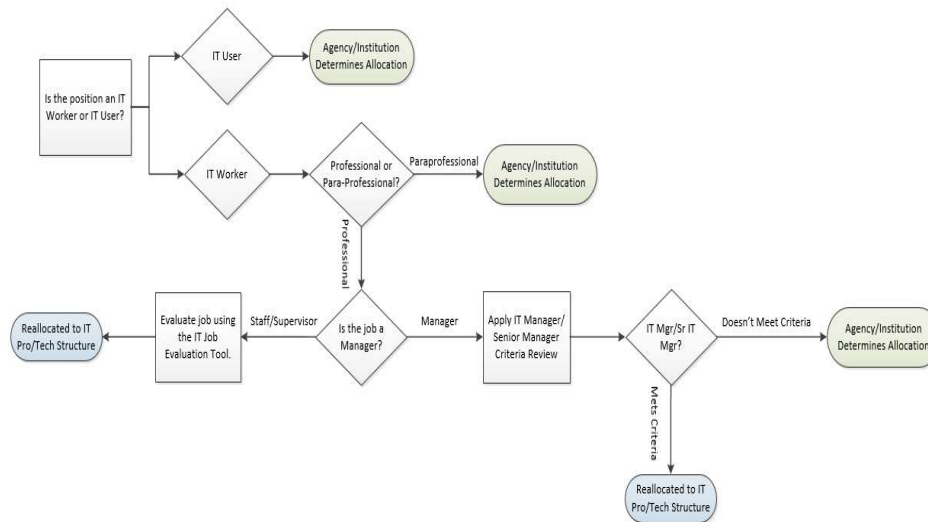
Exercise

IT Manager Exercise

- Take a few minutes to review each of the characteristics below. Then, working in teams, determine the appropriate level that matches the characteristic(s) for each number.

- Label the position in the "Level" column, as one of the following: IT Manager, Senior IT Manager, or IT User (non-IT Manager).

- We will debrief the answers to the exercise as a larger group.

IT Job Families - Professional Structure

Job Family	Entry	Journey	Sr/Specialist	Expert	IT Manager	Senior IT Manager
IT Application Development						
IT Architecture	■					
IT Business Analyst						
IT Customer Support				■		■
IT Data Management						
IT Network and Telecommunications						
IT Policy and Planning						
IT Project Management						
IT Quality Assurance						
IT Security	■					
IT System Administration						
IT Vendor Management						

Rating Tool Sections

Part 1 – Technical Know-How/Scope

1. Technical Know-How
2. Scope

Part 2 - Impact/Problem Solving

3. Impact
   - Organization size
   - Scope
   - Accountability
4. Problem Solving

Part 3 - Summary Rating

Technical Know-How

225	**Baseline understanding** of principles and theory with areas(s) of responsibility (gained through multiple years of progressive experience, training or formal education in area of assignment) and is developing depth of knowledge and practical application.
450	**Fully competent**, professional working knowledge of the principles, concepts and methodology at a proficient level in area(s) of assignment which has been gained by job experience or relevant advanced education (graduate degree or certifications above what is necessary for the level above).
675	**Advanced knowledge** of a wide range of principles, concepts and practices in the assigned area(s) which would be gained through extensive experience and skill in applying this knowledge to complex work assignments.
900	**Mastery** of a professional field. Consistently applies strategic expertise with comprehensive knowledge and understanding of assigned area(s). Understanding of full business process (including anticipation of future needs), strategic direction, impacts on internal/external stakeholders and internal organizations.

Scope of Responsibilities

215	**Singular:** This is where a position is assigned work primarily in one specialty area, a single area specialist.
430	**Multiple Components:** This is where a position is assigned work that involves cross-divisional, regional or agency integration.
645	**Multifaceted**: • Required to perform organization wide work in several different job families; or • A position in a large organization required to perform inter-departmental (across regions, administrations) or multi-organization work in several different related **and/or** unrelated job families.

Impact of Results - Scope

150	Single user impact (at a time).
225	Single or multiple department(s) (multiple users at once).
varies	Organization-wide (impacts an entire agency/institution) or multiple agencies/institutions.
356	**Impact is via systems that *collect* state revenue** e.g. tax collection systems, fishing licenses (excludes public health, safety or benefit delivery systems). Systems the state relies on to collect revenue or in Higher Education tuition collection systems.
450	**Impact is via systems that distribute funds** e.g. eligibility benefits, child support payments, **or** systems with direct impact to public health and safety. Systems citizens rely on for cash benefits, health and/or safety needs.

Impact of Results - Accountability

0.33	**Minor** - (Indirect impact) Work is reviewed to minimize impact.
0.50	**Contributory** - Position is advisory or impact is shared with supervisor or part of a team.
0.75	**Independent** - Position has decision-making authority for area of responsibility within established limits.
1.00	**Single Point of Failure** - Position with singular responsibility or unique knowledge and no redundancies (no other positions can perform the work).

Problem Solving

150	**Resolves problems requiring standard analysis** and the application of established or routine solutions.
225	**Resolves problems requiring analysis and the discernment** of the most suitable solution(s)/processes(s) available. Selects from "in the box"/best practice models/strategies to resolve problems.
300	**Devises methods and processes to analyze/evaluate problems.** Problems require deviation from routine or available solutions for resolution.
375	**Problems require the development of creative/innovative solutions**, including new methods/procedures/approaches. (Few positions within state government rise to this level).

Summary rating

0.33	Minor - (indirect impact) work is reviewed to minimize impact.
0.50	Contributory - position is advisory or impact is shared with supervisor or part of a team.
0.75	Independent - position has decision making authority for area of responsibility within established limits.
1.00	Single Point of Failure - Position with singular responsibility or unique knowledge and no redundancies (no other position that can perform the work).

Impact Accountability Rate	0.50
Total Impact Score	141
Impact Notes	asdf

4. Problem Solving

150	Resolves problems requiring standard analysis and the application of established or routine solutions.
225	Resolves problems requiring analysis and the discernment of the most suitable solution(s)/processes(s) available. Selects from "in the box"/best practice models/strategies to solve problems.
300	Devises methods and processes to analyze/evaluate problems. Problems require deviation from routine or available solutions for resolution.
375	Problems require the development of creative/innovative solutions, including new methods/procedures/approaches.

| Problem Solving Score | 225 |
| Problem Solving Notes | asdf |

Total Evaluation Score

Evaluation Job Family	IT Data Management
Evaluation Job Level	Journey
Total Evaluation Score	1246

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Exercise

Exercise

- Identify a spokesperson from your group for the larger debrief.
- Review and evaluate remaining sample PDs.
- Score each PD as a group.
- We'll come back together to discuss the results and ratings.

Wrap Up

Contact: classandcomp@ofm.wa.gov

State HR website: www.ofm.wa.gov